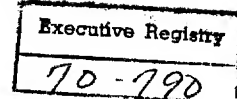


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A SURVEY OF JOB-RELATED ATTITUDES  
OF FIVE- AND TEN-YEAR AGENCY OFFICERS



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Office of Medical Services  
Psychological Services Staff  
Research Branch

January 1970

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*Medical*  
MOR/CDF Pages 1-92 & 94-96

30 January 1970

MEMORANDUM FOR: Inspector General

SUBJECT : A Survey of Job-Related Attitudes of  
Five- and Ten-Year Agency Officers

1. The attached report describes in detail the results of a questionnaire attitude survey of over 550 Agency officers. The study sample consisted of employees who had entered on duty approximately five or ten years ago in professional-level jobs.
2. A report submitted to you earlier ("Job-Related Attitudes of New CIA Employees," dated November 1968) focused on the attitudes of relatively new Agency professionals. The present report is meant to complement that earlier one. Together, the results from both the new and the relatively experienced employees allow construction of a more nearly representative cross-section of job attitudes in the Agency than would be possible from either source alone.
3. Future reports will include comparisons of attitudes of former Career Trainees and non-CTs and descriptions of job attitudes among employees in the several Career Services.
4. It is hoped that the information developed through this attitude survey will contribute to management's assessment of and response to employees' needs, problems, and concerns. The Research Branch of the Psychological Services Staff has welcomed the opportunity to participate in the program.

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Psychological Services Staff  
Office of Medical Services

Attachment:

A Survey of Job-Related Attitudes of  
Five- and Ten-Year Agency Officers

GROUP I

Excluded from automatic down-  
grading and declassification

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### SUMMARY OF SIGNIFICANT FINDINGS

1. Results of a recent (Fall 1969) questionnaire survey of job-related attitudes of Agency professionals are described in this report. All current employees who had EOD'd approximately 5 or 10 years ago in professional-level jobs and who were under age 30 when hired were surveyed. Of the total of 716 questionnaires distributed both at Headquarters and in the Field, 555 completed questionnaires were returned and included in the analyses. Employees with EOD dates in 1963-64 (5-year group) made up 63% of the study sample; the remaining 37% reported EOD dates in 1958-59.

2. The degrees of satisfaction expressed by employees ranged widely on the variety of basic job dimensions tapped by the attitude questionnaire. Thus, at one extreme, nearly 90% of all respondents voiced clear satisfaction with the importance of the Agency's goals and with their co-workers. At the other extreme, less than half of the people in the sample were satisfied with either the opportunities for promotion provided by the Agency or the way the Agency is run. Between these extremes, three clusters of degrees of satisfaction were discerned. More than three-fourths of the group found their work interesting and meaningful, their supervisors competent and fair, Agency regulations reasonable, and their personal work accomplishments satisfying. One small step below these dimensions in terms of overall satisfaction expressed were ones concerned with the

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impression one's job makes on others (71% clearly satisfied), and general recognition received for one's work (66% clearly satisfied). Finally, it was found that between 55 and 60% of the sample expressed clear satisfaction regarding their pay, their physical surroundings/working conditions, and the training they had received.

4. Overall, 70% of the total sample indicated that they were satisfied with their jobs as a whole, 20% were "about as satisfied as dissatisfied," and about 10% expressed clear dissatisfaction.

5. In regard to career commitment, about 80% of the respondents in the 10-year group and about 60% from the 5-year group claimed that their long-range career plans were to stay with the Agency. (In an earlier study it was reported that 47% of a sample of young professionals who had been here one year intended to make a career with the Agency.)

6. In general, more discontent was expressed in response to items dealing with the way the Agency is run than to any other group of items in the questionnaire. Only low or moderate degrees of overall satisfaction were indicated toward management practices especially as they affect career development, personnel management, and communications. To illustrate, more than one-half of the sample felt that the Agency should take more interest in each employee as a person than it presently does, and 4 in 10 believed that since they have come aboard, the Agency has grown more depersonalized in its relations with its employees. In a similar vein, only 22% of the sample

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felt that the Agency is doing a good job of managing the young professionals who have recently EOD'd. Failures in communication were seen by the nearly 50% who felt that management fails to explain adequately to employees the reasons for its actions and who perceived a communication gap between management and employees.

7. Overall, only about 1 in 20 respondents indicated he was clearly dissatisfied with the nature of the work he had done. However, a considerably larger percentage (25%) felt that their assignments had not been sufficiently challenging and important. A still larger percentage (40%) felt that they spent too much time doing clerical tasks--presumably not in keeping with the professional stature of their jobs. Evidently, very few employees are dissatisfied with their work, but many are questioning if their time and talents are being spent in ways which allow them to make their maximum contribution to the Agency.

8. More than 8 in 10 of those surveyed agreed that "young professionals entering the Agency today are as capable as those who entered when I did." However, less than two-thirds of the 5-year group and less than one-half of the 10-year group agreed that these new professionals "are as motivated (i.e., committed to their work) as those who entered when I did."

9. Basically, the attitude patterns of 1-, 5-, and 10-year Agency employees were quite similar. (The attitudes of 1-year employees were drawn from an earlier survey.) Two areas where consistent differences of some magnitude emerged were: (1) oppor-

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tunities for advancement provided by the Agency--satisfaction drops off from 60% for the 1-year group, to 52% for the 5-year sample, to 39% for those here 10 years and (2) the work itself--satisfaction increases from 63 to 76 to 83% as you go from the 1- to the 10-year groups. In a similar manner, a larger percentage of the 5- and 10-year groups than the 1-year group noted that they get "challenging, important assignments (66 vs. 46%) and that their work did not bore them (80 vs. 66%).

10. For many of the areas tapped by the questionnaire, the patterns of attitudes of Headquarters and Overseas employees were similar. Where differences existed, Overseas employees almost always expressed greater degrees of satisfaction than those assigned to Headquarters. Larger proportions of Overseas employees expressed satisfaction toward their physical surroundings and working conditions, felt that the work they were doing counted for something in the Agency, and felt that rewards and recognition within the Agency are based primarily upon actual work accomplishments. More Headquarters employees were discontent with the way the Agency is run and felt that there is a communication gap between management and employees. A larger proportion of Overseas employees were satisfied with their jobs in general and appear to be committed to a career with the Agency; a larger percentage of those at Headquarters felt discouraged in their present jobs and would exchange them for jobs

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of equal pay, security, and status. Only the area of salary found a greater proportion of Headquarters than Overseas employees expressing satisfaction.

11. An open-ended question was included which asked employees to discuss reasons for job satisfaction and dissatisfaction not covered elsewhere in the questionnaire. It also invited the respondents to suggest changes that they would like to see introduced in the Agency. Fifty-three percent of those people returning questionnaires made one or more comments in response to the open-ended question. A total of 680 comments were submitted, the overwhelming majority of which (72%) contained some element of dissatisfaction. The results from this portion of the survey meshed well with the findings from the multiple-choice items (reported above). Over half of all the comments that were made dealt with the topics of career development/personnel management, the way the Agency is run, and opportunities for advancement; nearly all these comments were expressions of dissatisfaction. Thus, the results from the open-ended question corroborated the findings from the more objective multiple-choice items as to the leading sources of discontent within the Agency.

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#### BACKGROUND

This report is based upon a large-scale questionnaire survey of job-related attitudes of CIA employees conducted in the fall of 1969. All employees who EOD'd in 1958, 1959, 1963 and 1964 (at the age of 30 or under) in professional level positions and who were still on board in the summer of 1969 were included. Thus the total sample consisted of professionals who had EOD'd approximately 5 or 10 years prior to the survey (a complete description of the sample appears below).

The purpose of the survey was to provide a means for employees to express their feelings about various aspects of their Agency careers, jobs, and training. A previous survey focused upon the attitudes of relatively new Agency professionals (see "Job-Related Attitudes of New CIA Employees," PSS Report dated November 1968, and "Job-Related Attitudes of New CIA Employees, Part II: Government-wide and Intra-Agency Comparisons," PSS Report dated February 1969). The present survey was directed toward employees who have been with the Agency for considerable lengths of time and whose attitudes would be expected to be based more upon experience and less upon hearsay than those of new employees.

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PROCEDURE

Sample

The sample surveyed consisted of 555 Agency professionals--92% male, 8% female--who had EOD'd approximately 5 or 10 years ago. All had EOD'd in professional-level jobs as defined by the occupational titling code used by the Office of Personnel. All were under age 30 when hired; at the time of completing the questionnaire survey, 80% of the sample reported ages between 30 and 39. Nearly 90% had at least a bachelor's degree; 29% claimed advanced degrees. With very few exceptions, the group reported EOD grades between GS-5 and GS-10, with grades 7 and 9 accounting for nearly 60% of the total. Predictably, current grades of individuals in the overall sample depended to a considerable degree on whether they had EOD'd 5 or 10 years ago.

Slightly more than 40% of the total sample indicated they had been through the Career Training or Junior Officer Training Programs. The distribution of the overall sample by Career Service is given below:

	<u>Percent</u>
Executive Service (DCI)	1
Clandestine Service (DDP)	33
Intelligence Service (DDI)	34
Research Service (DDS&T)	6
Support Service (DDS)	24
Not Specified	1

Appendix B contains a breakdown of the overall sample and of the 5 and 10 year samples on the above and other background factors.

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### Questionnaire

The questionnaire used in this survey was a modification of one which had been previously used in this Agency in conjunction with President Johnson's Program for Talented Youth in the Federal Service. It was in that program that job-related attitudes of young professionals who had been with the Agency for about one year were assessed.

The questionnaire was divided into several parts. The first 13 items dealt primarily with background, training, and career intentions of respondents. The next 15 items were designed to tap general attitudes toward basic dimensions of job satisfaction. The next 99 items (29 through 127) measured more specific aspects of employee attitudes toward various job duties and work situations. The following section of the questionnaire required the respondents to rank order the general dimensions of job satisfaction according to their order of importance in an "ideal job." The final section invited narrative comments about additional sources of job satisfaction and dissatisfaction and suggestions for changes.

A copy of the complete questionnaire including covering letter, instructions, and answer sheet may be found in Appendix A.

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Administration<sup>1</sup>

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The questionnaire was sent out through Agency channels to personnel at Headquarters and in the Field [REDACTED]. It was to be completed anonymously and returned directly to the Office of the Inspector General in self-addressed envelopes which had been provided. Each questionnaire was accompanied by a letter from the Inspector General explaining the purpose of the survey and requesting the employee's cooperation.

A total of 716 questionnaires were distributed, 418 to Headquarters personnel and 298 to [REDACTED] Field personnel. Of this total, 572 questionnaires were returned, 555 of which were usable in the data analyses. This represents an overall return of 80%. Of the 144 people from whom questionnaires were not obtained, 80 people were accounted for by such factors as having separated from the Agency, being away on training, in transit to a new post or some other specifiabile reason. This left questionnaires from only 64 people unaccounted for. The overall rate of return increases to 90% when only those questionnaires actually returned and those unaccounted for are considered. This broke down to a return rate of 96% for questionnaires distributed at Headquarters and 82% for Field personnel.

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<sup>1</sup>The authors wish to express appreciation to [REDACTED] who skillfully directed all phases of the distribution and collection of the attitude questionnaire. The authors also wish to acknowledge the cooperation and assistance of [REDACTED] in the preparation and administration of the survey questionnaire.

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## RESULTS

### Basic Job Dimensions - Degree of Satisfaction on Present Job

Figure 1 presents the percent of the overall Agency sample expressing satisfaction (and dissatisfaction) with various aspects of their jobs. This figure is based upon responses of the sample to the 15 items (hereafter called indicator items) designed to measure overall degrees of satisfaction toward important job dimensions (e.g., salary, opportunities for advancement, the way the Agency is run, etc.). Although these items do not tell the complete story (inasmuch as 99 additional items and an open-ended question explore more specific aspects of job satisfaction) they do provide a good overview of the attitudes of Agency employees toward various aspects of their jobs.

It is apparent from Figure 1 that much larger proportions of the Agency sample are satisfied with certain aspects of their jobs than with others. Large majorities (nearly 80% or more) expressed clear satisfaction with their co-workers, the importance of Agency goals, Agency rules and regulations, and the work they are doing. At the other extreme, much smaller proportions--less than half of those polled--voiced satisfaction with the way the Agency is run and with their opportunities for advancement. The remaining 9 dimensions found between half and three-quarters of those sampled expressing clear satisfaction.

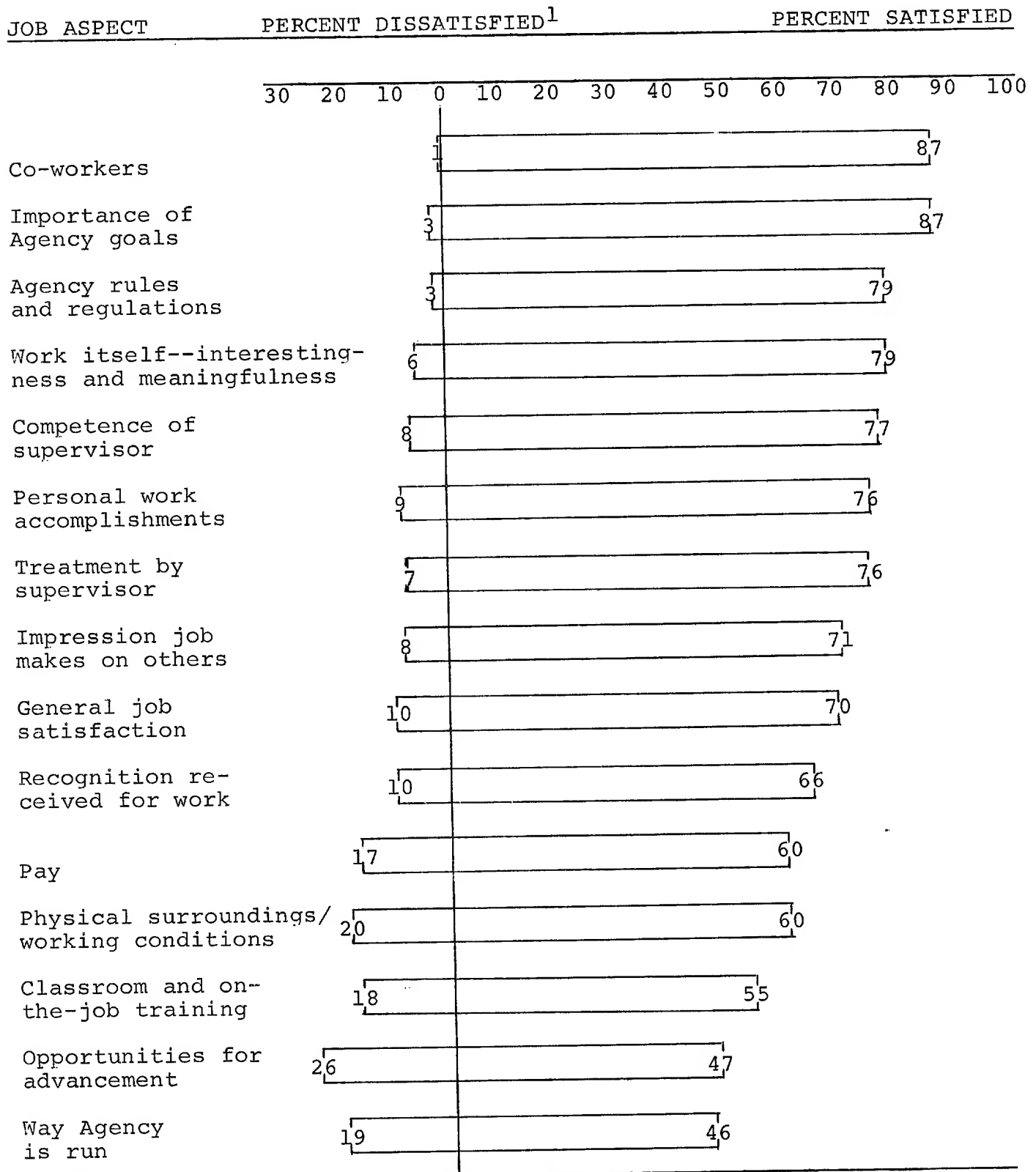
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FIGURE 1

PERCENT OF COMBINED 5- AND 10-YEAR AGENCY SAMPLE EXPRESSING  
SATISFACTION AND DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



<sup>1</sup>Does not include percent responding "About as satisfied as dissatisfied."

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Basic Job Dimensions -  
Order of Importance in Ideal Job

One section of the attitude questionnaire required each of the respondents to rank order 14 general dimensions of job satisfaction according to his idea of their order of importance in an "ideal job." Table 1 presents the mean (average) rankings of these 14 dimensions based on the responses of the combined 5- and 10-year groups. These rankings by the combined 5- and 10-year groups are highly similar to the rankings by the 1-year group (as presented in the PSS Report of December 1968); the only noteworthy differences are that the 5- and 10-year employees placed less emphasis upon training and greater emphasis upon the recognition received for their work than did the 1-year people.

The work itself, personal work accomplishments, opportunity for advancement and the importance of the organization's goals were seen as the most important aspects of an "ideal job." Conversely, the impression the job makes on others, the physical surroundings and working conditions, the organization's rules and regulations, and classroom and on-the-job training were accorded the least importance in the "ideal job." When Agency employees actually rated their current jobs on these 14 dimensions of job satisfaction (see Figure 1) an order of average ratings emerged which bore no relationship to the order of importance

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TABLE 1

MEAN RANKINGS OF THE 14 DIMENSIONS  
OF JOB SATISFACTION IN THEIR ORDER  
OF IMPORTANCE IN THE "IDEAL JOB"

DIMENSION	MEAN RANK OF DIMENSION IN "IDEAL JOB" <sup>1</sup>	STANDARD DEVIATION OF RANKS <sup>2</sup>
Work Itself	1.94	1.48
Personal Work Accomplishments	2.54	1.69
Opportunity for Advancement	4.38	2.07
Importance of Organization Goals	5.51	3.63
Salary	5.62	2.71
Recognition Received for Work	7.35	2.94
Way Organization is Run	7.88	2.82
Co-Workers	7.92	2.83
Competence of Supervisor	8.63	2.64
Treatment by Supervisor	8.65	2.67
Classroom and On-the-Job Training	10.06	3.08
Organization Rules and Regulations	11.06	2.44
Physical Surroundings/Working Conditions	11.50	2.54
Impression Job Makes on Others	11.89	2.62

<sup>1</sup>Rank of 1 is most important; rank of 14 is least important.

<sup>2</sup>A standard deviation is a measure of the degree of dispersion (spread) of a set of scores. The smaller the standard deviation, the more the sample agreed on the relative standing of that dimension.

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in the "ideal job." The correlation between the rankings of the 14 dimensions of job satisfaction in the "ideal job" and the ratings of these same dimensions in the actual job was not significantly different from zero.

In terms of specific discrepancies between the "ideal" job and the actual job, four dimensions stand out. Primary among these is "opportunity for advancement" which was rated third highest in the "ideal job" yet fell near the bottom of the list of the ratings of the actual job (less than half of the total sample expressed satisfaction on this dimension). Another discrepancy in the same direction occurred for the dimension dealing with the way the organization is run, which fell midway in the list of priorities for the ideal job, but near the bottom of the list in terms of rated satisfaction on the actual job. In the opposite direction, "treatment by supervisor" and "co-workers" were not accorded high rankings in the listing of priorities for the ideal job, but both were near the top of the list for the actual job.

#### Job-Related Attitudes of Overall Agency Sample

What follows are more detailed descriptions of the job attitudes of the combined 5- and 10-year samples. These descriptions were based on responses to both the general indicator items and the more specific items of the questionnaire. The discussion is organized in part around the 15 dimensions of job satisfaction discussed earlier; items were placed in clusters

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corresponding to each of these dimensions based upon a rational analysis of where the items seemed to fit best. Three additional clusters were added to accomodate items which did not seem to belong in any of the first 15 clusters. It should be noted that the assignment of items to clusters as well as the naming of these clusters reflect but one point of view; other meaningful clusters and labels are no doubt possible and equally defensible.

In the discussion that follows, reference is frequently made to "favorable" and "unfavorable" attitudes. With the exception of the 15 indicator items, which required respondents to indicate degrees of satisfaction (or dissatisfaction), the items in the questionnaire called for shades of agreement (or disagreement) with various statements. It was therefore necessary to determine the favorable and unfavorable responses for these items. This determination was made by two psychologists according to the following rule: favorable responses to specific items are those responses which indicate satisfaction with existing policies, programs, working conditions, etc.--in short, responses which suggest satisfaction with the Agency the way it is now. Appendix C provides an indication of which response was judged favorable for each item, as well as the distribution of response to all attitude items in the questionnaire.

The Work Itself--Interestingness and Meaningfulness

Generally speaking, this broad dimension is concerned with two sets of job factors. One set concerns attitudes toward one's work including how interesting and meaningful it has been, while the other deals with job demands or pressures.



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The sample was nearly unanimous in disagreeing with the statements, "Some aspects of my job are too difficult for me," and "The Agency expects too much from me." Only about one in ten asserted that there was too much pressure on his job or conversely, that his job was too easy. It appears then that for most respondents, job demands and pressures are well within tolerable limits and that this job factor is not one of particular concern.

In regard to attitudes toward intrinsic aspects of one's work, a slightly less positive picture emerges. It was noted that about 80% of the sample was clearly satisfied and only about 5% clearly dissatisfied--the rest were about as satisfied as dissatisfied. Approximately 15% of the sample felt that their work bored them or did not allow them to fully utilize their abilities and creative talents. On a related item inquiring if assignments had been sufficiently challenging and important, one in four answered in the negative. In a similar vein, 40% felt that they spent too much time doing clerical tasks (presumably not in keeping with the professional stature of their jobs). The statistics for these last two items should be interpreted in light of the fact that only 5% of the sample said they were on the whole dissatisfied with the work they do. Evidently few employees are saying they are dissatisfied but many more are questioning if their time is being spent in ways which allow them to make their maximum contribution to the Agency.

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### Personal Work Accomplishments

The great majority of those surveyed (more than 75%) regarded their overall personal work accomplishments and contributions to the Agency mission with clear satisfaction; only less than 10% did not. The percent responding in the unfavorable, i.e., dissatisfied, direction jumps to 25% when the attitude item reads, "Do you sometimes feel that your job counts for very little in the Agency?" This does not seem an unusually high figure given the realities of work in a large bureaucracy and should not be allowed to overshadow the basic and widespread satisfaction expressed by employees on this job dimension. No doubt a contributing element to this satisfaction was the fact that most respondents felt they frequently saw the results of their work; 82% felt they routinely do get this feedback.

### Opportunities for Advancement

More dissatisfaction was expressed toward the opportunities for promotion provided by the Agency than toward any other of the basic job dimensions. Only about half of the respondents could agree they were satisfied generally with these opportunities--more than a quarter were clearly dissatisfied. Equally revealing is the fact that fully one-third of those surveyed regarded promotional opportunities as unfair. One clue to this rather extreme and discrepant pattern of attitudes may be found in the responses to the statement, "My rate of advancement will be

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slower than I was led to believe." In a manner paralleling the responding to the preceding item, more than one-third of the group agreed with this statement and less than one-half disagreed. It would be informative to learn the bases from which employee expectancies regarding promotion had arisen. Was there a failure in communication or did the expectancies which were subsequently disconfirmed really represent wishful thinking or rationalization? We have no data to enlighten us on this point.

Another relevant consideration in accounting for the dissatisfaction of some employees regarding promotion here may be found in the attitude (held by 40%) that their advancement would have been more rapid in the private sector. We note that on the average, the people in the 5-year sample were more likely than those in the 10-year group to regard with optimism their personal chances for promotion. This finding is detailed in a latter section.

A final comment on this item cluster concerns employees views on how one gets ahead in the Agency. Basically, two factors account for the great majority of responses. Demonstrated performance was cited by 51 percent and getting known by the right people by 33 percent of the sample. Seniority, long hours, or some other factors account for the remaining 16 percent of the replies.

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Classroom and On-the-Job Training

Slightly over half of those surveyed expressed clear satisfaction with the classroom and on-the-job training they had received; however, only 29% felt that the Agency has a well-planned training program for people in their positions. Perhaps the apparent discrepancy between the results from these two items lies in the feelings of many that a well-planned training program cannot (or need not) be designed for their positions; evidence for this may be in the findings that only 22% felt that the Agency has provided inadequate training for their jobs. Positive feelings were the rule toward the training which people received early in their Agency careers. Only 1 in 5 felt they would have rather spent more time on the job and less in classroom training during the first part of their Agency employment. Large majorities felt that the Agency's formal orientation gave a reasonably clear understanding of the Agency's role in the Federal system (81%) and of its internal operations (71%). Finally, slightly over half of those surveyed expressed clear satisfaction with the quality of Agency training instructors.

Nearly half of the people in the sample indicated that they have taken academic courses related to their jobs since joining the Agency. Almost 80% of those taking academic courses had their training financed entirely or in part by the Agency.

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### Pay and Benefits

While 6 of every 10 persons in the sample voiced satisfaction with their salary, only 3 in 10 felt they were getting paid as much as they would outside the Federal Government. Midway between these ratios, 5 in 10 felt that for the work they do they are not underpaid.

More respondents were satisfied with employee benefits (78%) than indicated understanding of what the Agency benefit program provides (67%).

### Co-Workers

For nearly all items in this cluster, about nine-tenths of the sample responded in the direction of favorable (positive) feelings toward their co-workers. The only item on which more than 10% expressed less than positive feelings was item 68--"In terms of interests and attitudes, I have a lot in common with my fellow workers." Eighteen percent disagreed with this statement and 9% were uncertain. Overall, however, attitudes toward co-workers were among the most extremely positive ones expressed on the entire questionnaire.

### Recognition Received for Work

Two out of three respondents claimed they were satisfied with the amount and kind of recognition--both praise and criticism--they have received for their work. Only 10% of the sample indicated clear dissatisfaction on this job dimension. Unfair

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criticism of one's work was hardly ever cited (3%). On the other hand, nearly 25% of those surveyed noted they did not usually receive praise for a job well done. It appears then that the concern of this minority of employees stems from errors of omission of appropriate praise rather than commission of unjustifiable criticism.

When employees were asked if rewards and recognition were, in their view, based primarily on actual accomplishments, only 55% said "Yes" while more than a quarter disagreed. The response of the latter group is interpreted as an unfavorable attitude toward the bases on which rewards are made. Typically, employees would like to see rewards made contingent upon demonstrated performance. For this Agency sample, nearly as many people thought demonstrated performance was not the basis for getting ahead as did. "Seniority" and "getting known by the right people" were the most frequently cited alternatives to demonstrated performance.

#### Treatment by Supervisor

More than three-fourths of the sample expressed clear satisfaction with the treatment accorded them by their supervisors. Typically less than one in ten was dissatisfied with one or more aspects of the supervision he has received.

Most respondents feel they can trust their supervisor (79%) and that he listens to their suggestions (86%). About

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90% commented that their supervisor allows them to make their own decisions as to how to do their work and that they are not being supervised too closely.

On a slightly less positive note, a small minority (16%) of employees could agree that their supervisors were too interested in their own success to care about their employees' needs. A like sized minority asserted that they did not know what their supervisor thought of them and their work. The statistics for the latter two items should not be allowed to obscure the fact that, overall, there is considerable satisfaction on the part of employees with their supervision.

#### Competence of Supervisor

Three-quarters or more of the sample expressed positive attitudes toward their supervisor's general competence and his ability to understand the nature of their work. Relatively small percentages (averaging about 10%) registered clear dissatisfaction with their supervisor's technical competence, his decision-making ability, the clarity of his instructions to them, and the materials, information, and assistance provided by him.

#### Physical Surroundings/Working Conditions

Items on this dimension sampled attitudes toward various aspects of the physical surroundings and working conditions of employees. It is difficult to simply and adequately characterize employee attitudes on this job dimension because of its

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multi-faceted scope. It is informative, however, to note that on the one survey item wider in focus than any of the others, 60% of the sample expressed clear satisfaction and 20% clear dissatisfaction with their work environment. Compared to the degrees of dissatisfaction expressed on the other basic job dimensions, this latter figure is moderately high.

In such practical matters as getting office supplies, parking facilities, starting times, and transportation to and from work, at least 80% of the sample responded in the positive or satisfied direction and only about 10% clearly negative. A practical matter on which a far less positive picture emerged was adequacy of eating facilities; about 50% of the headquarter's respondents and a quarter of those from overseas were clearly discontent on this factor. Another item eliciting a rather extreme distribution of responses was, "I have had trouble getting enough clerical help." Nearly 40% of those surveyed indicated that they had had this problem while only a little more than half said they had not. It will be recalled that on dimension I--The Work Itself--40% of the sample claimed they spent too much time doing clerical tasks. This finding meshes meaningfully with the one above. Finally, on two items dealing with physical work area, sizeable minorities claimed their offices were either depressing (26%) or afforded them too little privacy (39%).

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Impression Job Makes on Others

By and large, most of those surveyed felt reasonably satisfied with the impression their jobs made on family and friends. Less than 10% reported being dissatisfied with the image that people close to them had of their jobs. By contrast, more than a third of the sample could agree that "The public looks down on Government employees." This and the preceding result would suggest that a sizeable percentage of the sample feels that the perceived status of their work is enhanced by virtue of its being done in this and not some other Government Agency.

Agency Rules and Regulations

Only two items were included on this dimension and both were responded to favorably by more than three-quarters of the sample. Approximately four-fifths of the sample expressed satisfaction with the way the Agency's rules and regulations affect them. An even larger percentage (87%) felt that the Agency's rules and regulations are not unnecessarily strict or rigid.

↓  
Way Agency is Run

In the eyes of many of those who completed this questionnaire, a definite distinction seems to have been made between the quality of the people who manage the Agency and the way the Agency is actually run. Better than 7 out of 10 surveyed

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felt that the Agency is managed by people who have good judgment, yet only 46% voiced clear satisfaction with the way the Agency is run (this was the lowest percentage of satisfaction recorded for any of the 15 general indicator items in the questionnaire). Only 4 in 10 felt that management sees to it that there is cooperation between offices, and 5 in 10 felt that the Agency has progressive programs. Overall, less satisfaction was expressed in response to the items dealing with the way the Agency is run than to any other group of items in the questionnaire. The remaining items on this dimension will be discussed under two headings: "Adequacy of Communication" and "Career Development/Personnel Management."

Adequacy of Communication. For most items in this category, more people were dissatisfied than satisfied. Nearly half of those questioned felt that management fails to explain adequately to employees the reasons for its actions and that there is a communication gap between management and employees. Forty-five percent claimed they did not know how their job fits in with other work in the Agency. Four in ten felt that management does not make an effort to solicit their ideas outside of the formal suggestion system. On the other hand, 8 in 10 indicated that they can make their ideas known to management, although a significantly smaller proportion (6 in 10) feel that the Agency is willing to act on new ideas that have merit. Finally, an overwhelming majority (76%) feel that red tape--one of the primary obstacles to communication--is too prevalent in Government.

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Career Development/Personnel Management. Widespread dissatisfaction was found on many of the items dealing with career development and personnel management. Two out of every three questioned agreed that they are rarely asked to participate in the planning of their career development (although better than half felt their supervisor had shown interest in their careers). More than half felt that the Agency should take more interest in each employee as a person than it presently does, and 4 in 10 believed that since they have been here, the Agency has grown more depersonalized in its relations with its employees. A somewhat smaller percentage (36%) felt that decisions affecting their assignments and careers are made with little regard for their own preferences. Finally, nearly half of those in the sample did not feel that the Agency is doing a good job of managing the young professionals who have recently entered on duty.

With regard to the general area of personnel, half of those completing the questionnaire indicated that they are kept informed of personnel policies and procedures; 3 in 4 felt that the people who hired them did not misrepresent their jobs. However, only 4 in 10 could agree that the personnel office in the Agency tries to be helpful. And on a similar note, only 34% clearly disagreed with the statement "The personnel program of this Agency is a hindrance."

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Two items in the Career Development/Personnel Management category dealt with complaints and how they are handled. Three-quarters of those surveyed felt that if they have a complaint, they feel free to talk to someone up the line. But, less than one-quarter could agree that complaints are handled well in the Agency (30% felt they are handled poorly and 46% were undecided). Apparently, more people believe that channels are available through which to voice complaints than feel that complaints will be resolved properly.

Three miscellaneous items were included in this category. Nearly 9 of 10 people felt they had experienced a definite growth in skills since taking their present jobs. A much smaller percentage voiced satisfaction with the fitness reporting system; a majority, 6 of 10, agreed that "the fitness reporting system leaves much to be desired." Finally, half of the sample asserted that they have available to them a designated person in the Agency (outside of normal supervisory channels) to whom they can go for counsel and advice; half indicated that they did not know of such a person in the Agency.

#### Caliber of New Professionals

One item on this dimension dealt with the capability of young professionals entering the Agency today and another dealt with their motivation; the contrast between the results

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of these two items is worthy of note. While 83% of those surveyed agreed that "Young professionals entering the Agency today are as capable as those who entered when I did," only 56% felt that they are as motivated (i.e., committed to their work) "as those who entered when I did." Perhaps most revealing is the finding that only 22% feel that the Agency is doing a good job of managing the young professionals who have recently entered on duty.

#### Importance of Agency Goals

Attitudes toward the Agency's goals--i.e., their perceived importance and worthwhileness--are favorable in the extreme. Nine out of ten respondents are clearly satisfied with the goals; only 2% are dissatisfied. This degree of overall satisfaction was not exceeded by any of the other basic job dimensions.

#### Commitment to Agency Career

On a set of items inquiring generally about attitudes toward career and job commitment, a somewhat varied pattern of responses emerged. In regard to career commitment, about 8 in 10 of the respondents from the 10-year group and about 6 in 10 from the 5-year group claimed that their long-range plans were to stay with the Agency. Of the overall sample, 69% indicated that they intend to remain. About the same proportion of the overall sample could agree that they really

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felt part of the Agency (20% disagreed) and that if they had it to do over again, they'd still want to work here (16% disagreed).

As might be anticipated, fewer people plan to remain in their present jobs (43%) than plan to remain in the Agency (69%). Getting into a specialty within their field or going into general management were the most frequently-preferred alternatives to one's present job.

#### General Job Satisfaction

The three items in this dimension were designed to tap the employees' general feelings of satisfaction (or dissatisfaction) with their jobs; approximately two-thirds of the sample answered all three items in a manner indicating overall job satisfaction. Nineteen percent indicated that they were "very satisfied," 51% felt "satisfied," 20% were "about as satisfied as dissatisfied," 9% checked "dissatisfied," and only 1% indicated that they were "very dissatisfied" with their jobs. About six out of ten felt their jobs were as good as they thought they would be when they were hired. And finally, a sizeable minority of the sample (26%) felt discouraged in their present jobs. It is interesting to note that whereas only a tenth of the sample felt dissatisfied with their jobs, over a quarter felt discouraged in them.

#### Reactions to Questionnaire

The two items on this dimension were directed towards determining how people regard the attitude questionnaire

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used in this survey. Sixty percent of those surveyed felt that filling in a questionnaire (like this one) is a good way to let management know what employees are thinking; a significantly smaller percentage (46%) believed that "some good may come out of filling in a questionnaire like this."

Differential Job Attitudes of  
5- And 10-Year Employees

In this section comparisons of job-related attitudes and satisfactions of 5- and 10-year employees are presented. The focus will be primarily on those survey items on which responses of the two Agency groups differed to both a statistically reliable and, in our judgment, a noteworthy degree. The groups compared were constituted from the Agency sample described earlier.

Only 10 of 114 questionnaire items were responded to in a sufficiently different manner by the 5- and 10-year samples to warrant additional comment.<sup>1</sup> Unless specifically mentioned below, it is safe to assume that the 5 and 10 year samples share very closely the attitudes detailed in the preceding section of this report.

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<sup>1</sup>Statistically significant differences were found on a total of 20 of the 114 items. The 10-year group expressed more favorable attitudes than the 5-year group on 16 of the 20 items where statistically reliable differences were found.

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### Background Characteristics

The 5-year sample consisted of 203 Agency officers--90% men and 10% women--who had EOD'd either in 1963 or 1964. The 10-year group numbered 346 careerists--96% men, 4% women--with EOD dates in 1958 and 1959. It is noteworthy that the 5-year group had, on the average, more formal education--only 5% with less than a B.A. compared to 27% for the 10-year sample. Typically, people in the 5-year sample EOD'd at a slightly higher GS level than those here ten years--85% at Grade 7 or higher compared to 62% of the 10-year group. Whereas the 5-year group was nearly evenly divided between former CTs and non-CTs, only one-third of the earlier group had been through the CTP. The 5-year sample had proportionately fewer DDSers and more DDiers than the 10-year sample.

### Job-Related Attitudes

As noted earlier, the long-range career and occupational plans expressed by the 5- and 10-year groups differed markedly. More than 80% of the 10-year employees claimed they intended to remain with the Agency. The corresponding figure for the 5-year group is about 60%. This difference is certainly in the expected direction. With increased time in the Agency, the number of attractive alternative careers open to employees is no doubt reduced. Moreover, to some unknown but presumably significant degree, more disenchanted employees who EOD'd 10 years ago have left the Agency by now.

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In regard to long-range occupational plans, it was noted that the most frequent response given by both the 5- and 10-year groups was "continue in my present type of work." A little over half of the 10-year group and about 40% of the 5-year employees gave this response. The intention of moving into general management or administration was cited by one-quarter of the 10- and nearly one-third of the 5-year groups. About 10% of both groups indicated a preference for going into some specialty within their field.

A slightly larger percentage of the 5- than the 10-year sample expressed favorable attitudes toward their opportunities for advancement. Thus, for example, more than half of the 5-year employees, but less than 40% of the 10-year group claimed they were satisfied with their opportunities for promotion. It is possible that this differential realistically reflects the greater headroom (and lower average current grades) of the 5-year employees. More to the point, perhaps, is the finding that the two samples regarded very similarly the fairness of Agency promotional opportunities. Less than one-half of each group thought promotional opportunities were fair, about one-third thought to the contrary, and about 20% were uncertain. Thus, while differential percentages of the 5- and 10-year groups were satisfied with their own opportunities for advancement, no differences were obtained between groups on the question of fairness.

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Another area in which the 5-year group responded more "favorably" concerned the assessment of the motivation of young professionals entering the Agency today. Whereas nearly 40% of the 10-year group thought the new professionals were not as motivated as those who EOD'd with them (10 years ago), only 17% of the 5-year group felt this way about the newcomers vis-a-vis themselves.

The above differences in responding may be due to differences in the "motivation" of the 5- and 10-year groups, the baseline for the comparisons implied in the question. Interestingly, no reliable differences emerged between the two samples in their assessment of the capabilities of new professionals. On the average, less than 10% of those surveyed felt that professionals entering the Agency today are not as capable as those who EOD'd 5 and 10 years before. Thus, while the great majority of both groups of careerists thought that recent professional input was as capable as themselves, the 10-year group was less impressed than the 5-year group with the motivation and commitment of the new people.

Areas in which more favorable attitudes were expressed by the 10- than the 5-year samples are discussed next. A slightly larger percentage of the former sample than the latter one--about 60 vs. 50%--noted they were clearly satisfied with the training they had received and the quality of Agency training instructors.

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By a small but reliable margin, proportionately more 10-year than 5-year employees--62 vs. 49%--could agree that they were kept informed of Agency personnel policies and procedures. Given the higher average grade levels (and presumably more supervisory and management responsibility) among the 10-year group, this difference is not unexpected.

Ten-year employees appear somewhat more optimistic than their 5-year colleagues regarding the real benefits and utility of running attitude surveys. About 60% of the former group but only 40% of the latter one thought that "some good" may come out of their having completed the attitude questionnaire. In spite of this rather large discrepancy, both the 5-year and 10-year groups tended to feel pretty much the same about the value of the questionnaire in letting management know what employees are thinking. About 60% of both groups agreed that the questionnaire had this value. Taking the results of this and the preceding item together leads us to suggest that among the 5-year group there is slightly more of the feeling that management even if apprised of certain problems will not necessarily act to remedy them.

A final area in which group differences were found concerned the sense of belongingness respondents felt toward the Agency. Typically, 10-year employees were slightly more extreme than the 5-year employees in asserting that they really felt part of the Agency and that the longer they worked here the more

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they felt they belonged. This is certainly an encouraging finding but, as noted earlier, may reflect the selective attrition of the less satisfied rather than an overall shift in attitudes over time.

Summary of Attitudinal Differences Between  
1-Year Employees and 5- and 10-Year Employees

To provide additional perspective of the attitudes of the 5- and 10-year groups, we have made selected comparisons between their responses and those of a group of Agency employees who 1) EOD'd between July 1967 and June 1968; 2) were under age 30 at time of entry; and 3) whose entry-level position required the equivalent of a bachelor's degree.

With few exceptions, there is remarkable similarity among the 1-, 5-, and 10-year groups in the degree to which they express clear satisfaction with the basic dimensions of their jobs. Thus, about the same proportion of the three samples said they were satisfied with such job factors as: 1) the way the Agency is run, 2) the impression their job makes on others, 3) their training, 4) their relations with co-workers, 5) the recognition they've received for their work, 6) their supervisors, 7) their working conditions, and 8) the goals of the Agency.

The job dimensions on which overall group differences in expressed satisfaction were found included: 1) Salary--more of the 5- and 10-years samples satisfied with their pay (60%) than of the 1-year sample (49%); 2) Opportunities for Advancement--

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satisfaction drops off from 60% for 1-year group, to 52% for the 5-year sample, to 39% for those here 10 years; and 3) the Work Itself--satisfaction increases from 63 to 76 to 83% as you go from the 1- to 10-year group. In a similar manner, a larger percentage of the 5- and 10-year groups than the 1-year group noted that they got "challenging, important assignments" (66 vs. 46%), and that their work did not bore them (80 vs. 66%). In spite of these differences, the percentage of people in the three samples who agreed they were discouraged in their present jobs was about the same--about 25%.

As might be expected, large differences were found in the percentages of the 1-, 5-, and 10-year samples indicating that their long-range career plans were to "stay with the Agency." This response was given by 82% of the 10-year people, 62% of the 5-year group, and by only 47% of the 1-year employees. More than 20% of the latter sample indicated that they had no definite career plans at this point in time.

Differential Job Attitudes of  
Headquarters and Overseas Employees

In planning this attitude survey, it was felt that the distinction between overseas and headquarters employees was an important one to make. Since a substantial number of Agency employees rotate regularly between overseas and headquarters assignments, it was decided to define as "overseas" those persons

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who had spent at least half of the immediately preceding year overseas; presumably, their attitudes would be colored at least in part by their overseas experiences. However, the distinction between a headquarters and an overseas group is not completely "clean;" past as well as more recent experiences mold attitudes. Hence, some attitudes of people in the overseas sample undoubtedly were shaped by memories of headquarters assignments just as some attitudes of headquarters employees were influenced by previous overseas experiences.

#### Background Characteristics

A total of 207 of the respondents indicated that during the preceding year they had spent 6 or more months on a PCS assignment overseas; these people comprised the Overseas sample (O/S sample). The Headquarters sample (Hdqtrs. sample) numbered 342 people.

In terms of biographical and background characteristics, the O/S sample contained a larger proportion of CTs (65% vs. 38% of the Hdqtrs. sample) and a larger proportion of persons from the Clandestine Services (61% vs 17% of the Hdqtrs. sample). The Hdqtrs. sample contained a larger proportion of persons from the Directorate for Intelligence (51% vs. 8% of the O/S sample). The average EOD and current grade levels of the Hdqtrs. sample were above those of the O/S sample; the average educational level of the O/S sample was slightly higher. Finally,

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the O/S sample contained a slightly higher percentage of men than the Hdqtrs. group (98% vs. 89%). The average age and EOD dates of the O/S and Hdqtrs. samples were essentially the same.

#### Job-Related Attitudes

For the majority of items in the questionnaire, there were no real differences in the percentage of favorable (and unfavorable) responses given by O/S and Hdqtrs. employees. Of the total of 114 attitude items, there were no statistically significant differences for 71 items; on 34 of the 43 items where differences did appear the O/S group's attitudes were in the more favorable direction. Even where differences between Hdqtrs. and O/S personnel appeared, the magnitude of these differences was usually not large; typically, these differences were on the order of between 10% and 15% more of one group expressing satisfaction (or dissatisfaction) than the other group. The discussion below will highlight the areas where consistent differences in attitudes were found between Hdqtrs. and O/S employees.

The category "Physical Surroundings/Working Conditions" contained 9 items; on five of these items, significantly larger proportions of O/S employees responded with favorable attitudes. On the average, 13% more O/S than Hdqtrs. employees were satisfied with their physical surroundings and working conditions, including access to inexpensive or free parking, the privacy

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afforded by their office space, the availability of adequate transportation to and from work and the adequacy of nearby eating facilities. Differences between Hdqtrs. and O/S employees on items dealing with physical surroundings and working conditions were among the most consistent found anywhere in the questionnaire.

In general, more O/S than Hdqtrs. employees were satisfied with their work. Larger percentages of O/S personnel felt their assignments were challenging and important, required creativity, and provided an opportunity for them to use their abilities. Larger proportions of employees at Hdqtrs. indicated that their work bored them, that their jobs were so easy that they were not interesting, and that they had to look outside of their work for things to make life worthwhile and interesting. On two items in this area Hdqtrs. personnel responded in the more favorable direction; fewer Hdqtrs. employees felt they spent too much time doing clerical tasks and fewer felt that there was too much pressure on them in their jobs. In general, however, a slightly larger proportion of O/S employees were satisfied with the work they were doing and felt that their jobs counted for something in the Agency.

There was evidence that a larger proportion of O/S than Hdqtrs. employees (64 vs. 50%) felt that rewards and recognition within the Agency are based primarily upon actual work accomplishments. On an item which inquired as to how people get

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ahead in the Agency, 59% of O/S employees compared with 43% of those at Hdqtrs. checked "demonstrated performance," while slightly larger percentages of Hdqtrs. than O/S employees marked "getting known by the right people" and "seniority."

While in an absolute sense both Hdqtrs. and O/S personnel expressed less satisfaction on items dealing with the way the Agency is run than with any other group of items in the questionnaire, Hdqtrs. employees were relatively more discontent than O/S personnel on several of the items in this category. A larger proportion of O/S employees felt that the Agency is run by people who have good judgment, that the Agency is willing to act on new ideas that have merit, and that management sees to it that there is cooperation between offices. A larger proportion of the Hdqtrs. than of the O/S sample expressed dissatisfaction with the adequacy of communication between management and employees; e.g., 55% of Hdqtrs. but only 35% of O/S personnel felt that there is a communication gap between management and employees. Similarly, a slightly larger proportion of the Hdqtrs. sample felt that they are not kept informed of personnel policies and procedures.

Salary was the only area covered by the questionnaire where fewer O/S than Hdqtrs. employees expressed satisfaction. Forty-seven percent of O/S employees but only 28% of those at Hdqtrs. felt that for the work that they do, they are underpaid. In a similar vein, a larger percentage of O/S personnel

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did not feel that they were getting paid as much as they would outside the Federal Government.

As might be expected from the results just presented, a larger proportion of O/S employees are satisfied with their jobs in general and appear to be committed to a career with the Agency; a larger percentage of Hdqtrs. employees feel discouraged in their present jobs and would exchange them for jobs of equal pay, security, and status. Perhaps the item which best summarizes these differences is the one which asked each respondent to select which of several alternatives best described his long-range career plans. Eighty percent of the O/S but only 63% of the Hdqtrs. sample indicated that they plan to remain with the Agency.

Overall, it may be concluded that in those areas where differences did exist, more O/S than Hdqtrs. employees responded with favorable attitudes; salary was the sole area where fewer O/S employees expressed satisfaction.

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### Analysis of Open-Ended Responses<sup>1</sup>

One open-ended or free response question was included in the attitude survey. This question asked employees to discuss reasons for job satisfaction and dissatisfaction not covered elsewhere in the questionnaire. It also invited the respondents to suggest changes that they would like to see introduced in the Agency. (Appendix A contains the exact wording of the open-ended question.)

In considering the responses made to open-ended questions, it should be remembered that these narratives typically convey much more dissatisfaction than that conveyed by responses from more objective, multiple-choice attitude questions. This is because people who are highly dissatisfied are more likely to express their sentiments on open-ended questions than are people who are relatively content. Therefore, to insure a balanced view, the results from the open-ended question should not be considered independently of the results from the multiple-choice items presented earlier in this report.

Of the 555 CIA employees who returned the questionnaire, 53% responded to the open-ended question, producing a total of 680 comments. The overwhelming majority of these comments (72%) expressed dissatisfaction. Sixteen percent of the comments conveyed satisfaction and 12% took the form of suggestions.

assisted in the preparation of this section. She was also responsible for the computer analyses on which much of this report was based.

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The discussion below is organized around approximately the same dimensions of job satisfaction previously used to classify the multiple-choice items. Each response was classified into one of 20 categories; not unexpectedly, it was difficult to decide in which category to place a sizeable number of the comments. Undoubtedly, some comments could have just as easily been placed in categories other than the ones to which they were assigned. Comments which were directed specifically toward an office or Directorate are not discussed below; they will be presented in future Directorate reports.

Table 2 presents the classification of the 680 comments. Three categories--Career Development/Personnel Management, the Way the Agency is Run, and Opportunities for Advancement--accounted for over half of the total number of comments made. The discussion that follows summarizes the group of comments placed in each category, beginning with the category that contained the most comments and proceeding in an order which parallels the number of comments in the various categories. Four categories in Table 2 contain no more than two comments each and are not discussed below.

Career Development/Personnel Management

More unfavorable comments were related to the general area of career development and personnel management than to any other topic. A large number of people described the lack of a program of career development in the Agency, calling career development a "fiction," "non-existent," and "the most neglected area in the Agency." To

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TABLE 2

CLASSIFICATION OF COMMENTS MADE BY 295  
5- AND 10-YEAR EMPLOYEES TO THE OPEN-ENDED QUESTION

Category	Number of Persons who Made Comments	Number of Comments Made	Number of Comments Expressing Satisfaction	Number of Comments Expressing Dissatisfaction	Number of Suggestions
Career Development/ Personnel Management	135	188	2	159	27
Way Agency is Run	77	111	9	91	11
Opportunities for Advancement	43	53	4	49	0
Reactions to Attitude Survey	41	49	11	31	7
Work Itself	35	42	11	30	1
General Job Satisfaction	34	34	29	5	0
Adequacy of Communication	25	29	0	25	4
Pay and Benefits	25	29	2	21	6
Treatment by Supervisor	22	25	5	17	3
Training	21	25	3	14	8
Physical Surroundings/ Working Conditions	18	20	3	16	1

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TABLE 2, Continued

Category	Number of Persons who Made Comments	Number of Comments Made	Number of Comments Expressing Satisfaction	Number of Comments Expressing Dissatisfaction	Number of Suggestions
Competence of Supervisor	18	20	6	9	5
Commitment to Agency Career	15	15	6	9	0
Recognition Received for Work	13	13	4	4	5
Co-Workers	12	12	7	5	0
Importance of Agency Goals	10	10	5	3	2
Agency Rules and Regulations	2	2	0	2	0
Impression Job Makes on Others	2	2	0	2	0
Caliber of New Professionals	1	1	1	0	0
Person Work Accomplishments	0	0	0	0	0
TOTALS.....		680	108	492	80
PERCENTAGES OF TOTAL COMMENTS.....			16%	72%	12%

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quote one respondent, "It is difficult to maintain the proper attitude toward my job when there is little interest shown in my future." To quote another, the Agency's "type of career development can in no way be described as a long-range program... assignments are generally made for the convenience of the Agency." Most people who commented about the lack of a program of career development in the Agency also implied or stated that such a program is quite necessary to enable the Agency to properly utilize its human resources. Along the same line, a number of persons described personnel management in the Agency as "confused," "lacking in organization," and "non-professional"--to quote one employee, "the glaring weak spot of the Agency."

A significant number of people commented that the Agency should do more to eliminate deadwood--incompetent, non-productive employees, many of whom have reached high positions through length of service alone. Several people criticized the Agency's policy of requiring supervisory responsibility of an individual in order for him to advance beyond a certain grade; conversely, several others found fault with the Agency's elevation to supervisory status of many who do not have the interest or ability to supervise others. Several individuals called for more flexible hiring policies, asserting that many jobs in the Agency which are presently open only to college graduates should not require college degrees.

Several people criticized the "demoralizing" effect of hiring retired military officers for many of the choicest assignments in

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the Agency. Others asserted that there are too many well-qualified people and too few management slots available. Several individuals asserted that promises are made to prospective or new employees which later go unfulfilled. More than one person commented that the Agency lacks an efficient means of providing employees with information regarding position openings in other offices. Finally, several complaints were registered pertaining to the Agency's treatment of women; e.g., they are not given equal professional status or the same job opportunities as men.

Several suggestions were offered relating to career development and personnel management. More than one individual commented that the Agency should make it easier for employees to rotate between offices and even between Directorates. Others urged the formation of a "more professional" career management group in the Agency. A rather novel suggestion from one employee was that the Agency should adapt the "staff aide concept," giving junior officers the opportunity to work intimately with senior officials, thereby providing these young professionals "an appreciation of policy determination and execution at a high level." Another employee suggested that a four-year tour of duty, coupled with a one-year sabbatical, would keep Agency officers from "going stale." Finally, several persons cited the need for someone outside of their own branch to whom they could go for counsel and advice.

#### Way Agency is Run

A large number of comments pertained to the way the Agency is run; most of these comments expressed or implied dissatisfaction.

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Many comments were directed toward the people who manage the Agency; management was variously described as lacking qualities of leadership, unimaginative, and unresponsive to the need for change. Although more than one person asserted the Agency is the "best managed" and "least bureaucratic" of all Government agencies, most of those who offered their opinion in this area argued differently. One employee claimed to have seen "too many good operators leave the Agency for better jobs...and too many first-class bastards get to the top." Another asserted that "As time goes on, Agency leadership is filtering into the hands of the most adroit bureaucrats and not our best thinkers..." To quote another, "Agency's management is made up of those who are senior because they have been around a long time... (these people) seem totally unaware of a changed and changing world."

Another criticism of the way the Agency is run had to do with red tape and bureaucracy. Several persons asserted that in recent years, innovation and willingness to adapt imaginative approaches have been superseded by "hardening of the bureaucratic arteries." One respondent seemed to capture the views of several when he stated that "rigid bureaucratic procedures have been substituted for imaginative, dynamic leadership."

Lack of esprit de corps was cited as a problem in the Agency by several employees. One individual warned that "Until we acquire more esprit de corps, as an Agency we will continue to have disgruntled employees and a high rate of attrition among those we can ill afford to lose." Possibly related to esprit de corps within the

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Agency were the observations of several that the Agency has grown too large. In the words of one employee, the Agency's size has produced "inflated budgets," "inflated personnel needs," and "inflated and deceptive project renewals."

Several people commented about frictions within the Agency and between CIA and other Governmental agencies. More than one person asserted that it is the responsibility of top management to see that the problems behind these frictions are resolved. Some blamed thin and otherwise inadequate cover for problems which arise overseas between Agency officials and personnel from other agencies.

Several suggestions were offered aimed at improving the way the Agency is run. One person suggested a reduction of the "restricting influences (i.e., administrative controls, support restrictions, etc.) and a condensation of regulations...into abbreviated guidelines with maximum decision-making responsibility delegated to the operating echelons." Several people suggested that the Agency should decrease its size--one employee proposed a 10-15% reduction in force. One individual suggested that the Agency undertake a "programmatic development of mid-level officials" for management/supervisory positions during the 70's when the "fortress of the founding fathers has retired." Another suggested that personnel functions be taken out of the divisions and centralized at the Directorate level. Still another suggested that the Agency actively encourage the creation of "informal working relationships" between Agency officials and their opposite numbers in other Governmental agencies.

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Opportunities for Advancement

The majority of comments in this category were expressions of dissatisfaction; e.g., one person asserted that "the Agency's greatest problem lies in its promotion and hiring practices." There was considerable difference of opinion as to what the main criteria for promotion are in the Agency. A number of persons contended that it's "who you know" that counts in getting ahead, while others concluded that seniority, "minimum ability," performance, and/or luck were also necessary. One man commented, "Qualifications for promotion should either be on the seniority basis or on the basis of merit and not a combination of the two at the discretion of certain supervisors." Several suggested that the "minimum time-in-grade" concept was outdated.

A need for "better opportunity for advancement" was brought out. Little chance was seen by some employees for mid-level careerists to advance or assume increased responsibility. Inconsistencies in promotion policies in the different Directorates were cited by a number of people. Several persons indicated that there is too much emphasis placed on educational requirements--with ability and other relevant training given little or no weight.

A number of persons expressed concern over their uncertain career future with the Agency, but one man expressed optimism because he sees an "excellent chance of getting ahead once the large number of World War II-age employees (vets) start retiring."

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### Reactions to Attitude Survey

Most of the comments falling into this category were critical of the questionnaire itself or expressed doubt that any tangible changes would result from the survey. The multiple-choice format of the questions was criticized by some as being too limiting, and the items in the questionnaire were described by more than one person as being ambiguous or too general. The questionnaire was also criticized for not covering certain topics such as opportunities for women and how well the Agency works together with other agencies. A few people commented that the questionnaire seemed more appropriate for headquarters than for overseas employees. Not all who responded, however, were critical; reactions ranged from "The questionnaire (is) too general to be helpful" to "This is one of the best questionnaires I've seen..."

A number of persons expressed doubt whether any significant changes in the Agency will result from the survey. To quote one employee, "(I have) no faith that this questionnaire will improve anything." To quote another, "Occasionally, advice on better management practices has been solicited from the lower levels; but follow-up action, if taken, has usually been of a sweeping under the rug variety."

A few people offered suggestions about future attitude surveys. One individual suggested that attitude questionnaires should be prepared by the people in each branch (on a team basis) for the use of that branch. Several employees suggested that face-to-face

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interviews with a random sample of Agency employees be conducted. One individual remarked that all employees with more than 10 years service be queried; another asserted that people should sign their names to their questionnaires. Finally, one employee remarked that he "would like to see (a) resurgence of interest in employee attitudes and career planning..."

#### Work Itself

Approximately one-quarter of the comments in this category revealed persons who enjoy the type of work they are doing; they found their work interesting, challenging, rewarding and/or satisfying. However, an equal number of persons indicated that they found their work less than stimulating, satisfying, or meaningful.

Several persons asserted that the lack of work to be done in certain offices results in "make work" projects or idleness, both of which contribute to lowered morale and eventual resignation of many young careerists. One person noted that "obvious duplications of effort, overlap in missions and functions are having disparaging effects on professionals."

Comments were made that too much time is spent on "redundant paperwork" and "unconstructive meetings." Another source of dismay for some Agency professionals was the lack of clerical support in day-to-day operations. It was suggested that "emphasis on imagination and originality should be encouraged...too often hackneyed phrases and bureaucratic jargon are used to conceal a lack of clear and original thought."

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Finally, the suggestion was made by one individual that the Agency consider "more use of information storage and retrieval systems to reduce dependence upon human beings." Too often, he concluded, particularly in research areas, "old hands" are called upon to remember details of work done in previous years.

#### General Job Satisfaction

More positive comments were found in this category than any other. A majority of the 34 people who commented about their jobs expressed satisfaction. People described their jobs as worthwhile, interesting, rewarding, and important; the Agency was described by several as a "good employer." Some employees qualified their praise; for example, one person remarked, "The satisfaction and sense of accomplishment make up for the hardships encountered along the way... (but one) must be willing to fight the system." A few people voiced concern over what they felt was extremely low morale in their offices or in the Agency at large. But, in general, the comments made relating to overall job satisfaction were quite favorable.

#### Adequacy of Communication

A large proportion of the comments in this area dealt with the need for "better communication between top management and workers." One person commented that "because of communications problems between different levels of management, it must be particularly difficult for senior officers to identify the problems and then move to deal with them." Another individual pointed out that many employees feel a "remoteness from leadership" and suggested that "supervisors

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should be encouraged to be seen by those who work for them." Other comments made along these lines pointed up the need for "stronger and much more meaningful communications," "closer contact," and "greater rapport"; a "lack of good two-way communication and a "lack of honesty in communication" were seen as problems by several.

One narrative, which reflected the opinions of several people, asserted that the "most discouraging factor in an Agency career (is) those in the middle management who effectively block any communication between young professionals and top management. Variouslly called 'the sponge,' 'the shelf of granite,' 'the morass,' 'vacuumatic management,' these individuals whether from fear, jealousy, ignorance, or stubbornness stand in the way of ideas, imagination, and creativity. It is not that young professionals have all the answers; they simply want an audience to weigh what they have to say." Another person suggested that senior management is too frequently shielded from actual working-level discontent and low morale.

Several comments dealt with problems of communication and understanding between different offices and/or Directorates. One person urged stronger programs to help employees understand in more detail what is happening in other areas of the Agency.

Finally, a group of comments were directed toward communication with the Inspector General's office. One person asserted "There is no acceptable channel to the IG." Another commented that people who do contact the IG are "branded as chronic malcontents...(there) should be some way for employees to air grievances without having a stigma attached to their files." It was suggested by one person

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that the IG regularly invite a wide cross-section of employees to make comments, suggestions, and criticisms while another person suggested that lower-grade inspectors (rather than senior inspectors) be used on IG surveys. One person indicated that it would be helpful if an article were placed in the Agency's training bulletin describing in detail the functions of the IG's office.

#### Pay and Benefits

A large majority of the 25 people who commented about the pay and benefits provided by the Agency voiced complaints. The most common complaint was that employees of other Governmental agencies do much less for the same salary. Several people also reacted negatively to the "time-in-grade" concept; to quote one employee, the "concept that one must 'mature' a specified period of time in grade is dated at best." A few employees remarked about a gradual reduction of benefits provided by the Agency over the years.

Few suggestions were offered, although more than one employee suggested that the entire grade structure of the Agency be revamped. One individual suggested that a bonus system be instituted to reward those who have done a "particularly fine job."

#### Treatment by Supervisor

The complaint voiced most frequently was that supervisors are more interested in their own success than in the needs of the Agency or their supervisees. A few comments were directed at supervisors who have, in the words of one, "attempted to build their careers on the backs of their men, taking all credit for accomplishments for themselves." Several people suggested that supervisors should make

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more effort to discuss such matters as job satisfaction, performance, and career plans with the people under them.

#### Training

Several persons commented on the excellence of Agency training courses offered; however, some comments were made about the difficulties involved in getting enrolled in training. As one man suggested, "Training is too much subject to the whims of the supervisor" while another person said, "If you're doing a good job you can't be spared for training; if you are sitting around doing nothing they send you to training to get rid of you." Still another individual expressed the need for "a sharpening of our training programs for young officers.. [ ] should not be used as a sinecure--nor a 'dumping ground' as it sometimes is."

25X1

Several specific comments were aimed at types of courses people would like to see offered, such as, "continuing training for better analytical output," training courses teaching training techniques, and "pertinent support training." One person said "Hopefully, new management training courses will improve the caliber of supervision."

#### Physical Surroundings/Working Conditions

Nearly all the comments falling in the category of physical surroundings and working conditions took the form of complaints. Several people described the location of their offices as high-crime areas, with very unsafe parking for employees. Others complained of overcrowded, noisy work areas and poorly-run cafeterias.

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### Competence of Supervisor

Several people were obviously quite satisfied with the substantive competence of their supervisors while others were not. The most frequently-voiced complaint in this area was that some supervisors lack confidence in their decision-making ability and unnecessarily postpone decisions. One employee described a former supervisor as "little more than an obstruction in the way of getting work done." Suggestions were made that a mechanism should be created for employees to rate their supervisors, and that all supervisors should be required to attend supervisory courses.

### Commitment to Agency Career

Of the 15 people who commented about their long-range plans vis-a-vis the Agency, 9 indicated that they were either seriously thinking of leaving or had already decided to quit. Of those who voiced their intentions to stay, not all seemed enthusiastic about the prospect. To quote one individual, "(I) wouldn't seriously consider quitting...(I) do presently intend to retire as soon as I can, so I can do some fishing." The reasons for leaving cited by those who do not plan to stay ranged from relatively personal ones to general discontent within the Agency.

### Recognition Received for Work

While several people commented that their assignments had afforded ample recognition for what they have done, an equal number felt otherwise. Several persons asserted that they would like to

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see greater recognition by the Agency for a job well done. To quote one employee, "acknowledgement of good work is too rare." To quote another, "I have never seen a person promoted for doing a good job."

#### Co-Workers

Comments concerning co-workers were about evenly divided between those who viewed their colleagues as competent, cooperative, and motivated and those who felt quite differently. Two comments will illustrate the range of views on this subject. One employee remarked that "in general, the professionals in the Agency are intelligent, highly qualified, and motivated," while another asserted "I have, in the past, been with jerks and losers."

#### Importance of Agency Goals

Five people commented that the goals of the Agency are important and/or worthwhile. Conversely, one person remarked that there is a "need for a reassessment and a corresponding redirection of our programs and goals." Another suggested that paramilitary operations do not properly belong with the Agency.

It is apparent that the open-ended section of the questionnaire provided a medium for Agency employees to offer comments about a wide variety of concerns, some of which were not covered by the questionnaire's multiple-choice items. But in general, the results from the open-ended question corroborated the findings from the more objective multiple-choice items as to the leading sources of discontent within the Agency. Over half of all the comments dealt with

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the topics of career development/personnel management, the way the Agency is run, and opportunities for advancement; nearly all of these comments were expressions of dissatisfaction. It will be recalled that these same areas were at the bottom of the list in terms of the percentage of Agency employees expressing satisfaction toward them on the multiple-choice items.

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APPENDIX A

The Job Attitude Questionnaire  
Used in the Survey

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C O N F I D E N T I A L

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JOB QUESTIONNAIRE - INTRODUCTION

A Government-wide program was initiated last year by President Johnson "to improve the development of new career employees and to make sure that they have the opportunity to participate fully in the work of their agencies." As one phase of this program, a survey questionnaire was administered to new career employees throughout Government to find out how they felt about various aspects of their jobs and training. This questionnaire proved to be a worthwhile vehicle for obtaining the opinions of new careerists about their job experiences. Since information of this kind from both new employees and those further along in their careers is necessary to construct a valid cross-section of job attitudes in the Organization, it was decided to administer the same questionnaire to professional employees who have been here approximately five or ten years. You are being asked to participate in this survey since you fall in one of these tenure groups. It is believed that the opinions of professionals like yourself who have been with the Organization for several years can provide management with a quality and depth of information impossible to obtain from employees who have only been with the Organization for a few months.

Attached are a questionnaire booklet, a separate answer sheet, and an addressed return envelope. There are three parts to this questionnaire. Part I contains questions about your background, training and career plans; Parts II and III are concerned with various aspects of your job and your reactions to them.

Your answers to this questionnaire will be completely anonymous; please do not put your name on either the booklet or the answer sheet. Please fill in the classification information requested on the separate answer sheet; this information will permit a more meaningful basis for categorizing and interpreting the results. When you have finished, insert the answer sheet into the questionnaire booklet and return both together in the envelope provided.

Your cooperation in this survey is greatly appreciated. Thank you very much for your time and thought.

Inspector General

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PART I: BACK-  
GROUND INFORMATION

1.	26.	51.	77.	103.
2.	27.	52.	78.	104.
3.	28.	53.	79.	105.
4.	PART II:	54.	80.	106.
5.	SECTION B	55.	81.	107.
6.	29.	56.	82.	108.
7.	30.	57.	83.	109.
8.	31.	58.	84.	110.
9.	32.	59.	85.	111.
10.	33.	60.	86.	112.
11.	34.	61.	87.	113.
12.	35.	62.	88.	114.
13.	36.	63.	89.	115.
PART II:	37.	64.	90.	116.
SECTION A	38.	65.	91.	117.
14.	39.	66.	92.	118.
15.	40.	67.	93.	119.
16.	41.	68.	94.	120.
17.	42.	69.	95.	121.
18.	43.	70.	96.	122.
19.	44.	71.	97.	123.
20.	45.	72.	98.	124.
21.	46.	73.	99.	125.
22.	47.	74.	100.	126.
23.	48.	75.	101.	127.
24.	49.	76.	102.	
25.	50.			

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Place a check in the space beside

your CAREER SERVICE:

Executive Service (DCI)

Clandestine Service (DDP)

Intelligence Service (DDI)

Research Service (DDS&amp;T)

Support Service (DDS)

Check year of EOD:

1958

1963

1959

1964

Have you been through the Career Train

Program (CTP or JOT)?

YES

NO

During the past year did you spend six

more months overseas (PCS)?

YES

NO

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PART I: BACKGROUND INFORMATION

This part of the questionnaire asks for background information, including training experiences and long-range career plans.

Instructions: Answer each of the questions in this part by entering the number that corresponds to your response on the separate answer sheet. Enter only one response number in the space beside each question number on your answer sheet.

1. How old are you?

- 1) Under 25
- 2) 25-29
- 3) 30-34
- 4) 35-39
- 5) 40 and above

2. What is your sex?

- 1) Male
- 2) Female

3. What is your highest level of education?

- 1) Less than a bachelor's degree
- 2) Bachelor's degree
- 3) Bachelor's degree with some graduate work
- 4) Master's degree, L.L.B., J.D., or equivalent
- 5) Ph.D., M.D., or equivalent



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4. What was your grade when you entered on duty with the Agency? (Do not consider summer jobs.)
- 1) GS-5 or GS-6
  - 2) GS-7 or GS-8
  - 3) GS-9 or GS-10
  - 4) GS-11
  - 5) GS-12
  - 6) GS-13
  - 7) GS-14
  - 8) GS-15
  - 9) GS-16 and above
  - 10) Other than the above
5. What is your present grade?
- 1) GS-5 or GS-6
  - 2) GS-7 or GS-8
  - 3) GS-9 or GS-10
  - 4) GS-11
  - 5) GS-12
  - 6) GS-13
  - 7) GS-14
  - 8) GS-15
  - 9) GS-16 and above
  - 10) Other than the above
6. Have you ever held a full-time job outside the Federal Government?
- 1) Yes
  - 2) No
7. Did your formal orientation give you a clear understanding of the Agency's role in the Federal system?
- 1) Yes
  - 2) More or less
  - 3) No
  - 4) I don't recall
  - 5) I did not receive any formal orientation

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8. Did your formal orientation give you a clear understanding of the Agency's internal operations?
  - 1) Yes
  - 2) More or less
  - 3) No
  - 4) I don't recall
  - 5) I did not receive any formal orientation
  
9. Since joining the Agency, have you taken any academic courses related to your job?
  - 1) Yes - paid for entirely by the Agency
  - 2) Yes - paid for in part by the Agency
  - 3) Yes - not paid for by the Agency
  - 4) No
  
10. If there is a designated person in the Agency (outside of normal supervisory channels) to whom you can go for counsel and advice, has this relationship been helpful to you?
  - 1) Very helpful
  - 2) Somewhat helpful
  - 3) Not helpful at all
  - 4) I have not availed myself of this service
  - 5) I do not know of such a person in the Agency
  
11. Which one of the following best describes how people get ahead in the Agency?
  - 1) Long hours
  - 2) Demonstrated performance
  - 3) Seniority
  - 4) Getting known by the right people
  - 5) Other than the above

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12. Which one of the following best describes your long-range plans in terms of where you expect to work? Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.
- 1) Stay with the Agency
  - 2) Stay with the Federal Government, but not necessarily with this Agency
  - 3) Join a State, county, or municipal government
  - 4) Enter private industry
  - 5) Go into business for myself
  - 6) No definite career plans
  - 7) Other than the above
13. Which one of the following best describes your long-range career plans (regardless of where you may work)? Select one of the following 7 answers and mark it in the appropriate place on your answer sheet.
- 1) Continue in my present type of work
  - 2) Go into some specialty within my field
  - 3) Go into general management or administration
  - 4) Go into a different field entirely
  - 5) I don't plan to have a career
  - 6) I'm not sure what I want to do
  - 7) Other than the above

## PART II: JOB INFORMATION

This part of the questionnaire is designed to get information about various aspects of your job and how you react to them. There are no right or wrong answers to any of the questions in this part. Do not spend too much time on any one question. Your first reaction is usually the most accurate.

NOTE: If you have more than one supervisor, pool your feelings and give us your best estimate.

### SECTION A

This section asks you about various aspects of your job and about working for the Agency. The first question asks for your feelings about your job as a whole. The other questions ask you about more specific aspects of your job. For each of these statements, please indicate on a 5-point scale the degree to which you are satisfied or dissatisfied. The points on the scale are defined as follows:

- 1 - Very satisfied
- 2 - Satisfied
- 3 - About as satisfied as dissatisfied
- 4 - Dissatisfied
- 5 - Very dissatisfied

RECORD YOUR ANSWER (1, 2, 3, 4, or 5) IN THE SPACE BESIDE THE QUESTION NUMBER ON THE SEPARATE ANSWER SHEET--START WITH 14.

- 14. How do you feel about your job as a whole?
- 15. How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)
- 16. How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)
- 17. How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)
- 18. How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)

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- 1 - Very satisfied
- 2 - Satisfied
- 3 - About as satisfied as dissatisfied
- 4 - Dissatisfied
- 5 - Very dissatisfied

19. How do you feel about your supervisor's ability to understand the nature of your work?
20. How do you feel about the way your supervisor has treated you?
21. How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)
22. How do you feel about the way the Agency is run?
23. How do you feel about the impression your job or occupation makes on your family and friends?
24. How do you feel about your physical surroundings and working conditions? (This would include such things as the appearance of your office and whether you have adequate lighting or quiet.)
25. How do you feel about the salary you receive?
26. How do you feel about the importance of the Agency's goals?
27. How do you feel about the opportunities for promotion provided by the Agency?
28. How do you feel about the Agency's rules and regulations as they affect you?

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SECTION B

The statements in this section ask you how you feel about your job. For each of these statements please indicate on a 5-point scale how much you agree or disagree. The points on the scale are defined as follows:

- 1 - Agree completely
- 2 - Tend to agree
- 3 - Undecided
- 4 - Tend to disagree
- 5 - Disagree completely

There are no right or wrong answers to any of these statements. Do not spend too much time on any one statement.

NOTE: If you have more than one supervisor, pool your feelings and give us your best estimate.

RECORD YOUR ANSWERS (1, 2, 3, 4, or 5) IN THE SPACE BESIDE THE QUESTION NUMBER ON THE SEPARATE ANSWER SHEET--START WITH 29.

- 29. I can get whatever office supplies I need.
- 30. I have experienced a definite growth in skills since taking my present job.
- 31. My job requires me to be creative.
- 32. My co-workers give me less cooperation than they should.
- 33. My supervisor watches me too closely.
- 34. I am getting paid as much as I would outside the Federal Government.
- 35. I have access to inexpensive or free parking near where I work.
- 36. My supervisor gives confusing instructions.
- 37. The Agency's rules and regulations are unnecessarily strict or rigid.
- 38. Opportunities for advancement are excellent in my occupation.
- 39. Some aspects of my job are too difficult for me.
- 40. I rarely see the results of my work.
- 41. Management fails to explain adequately to employees the reasons for its actions.
- 42. My family and friends think my present job is a good one.
- 43. My supervisor listens to my suggestions.
- 44. During the first part of my Agency employment, I would rather have spent more time on the job and less in classroom training.
- 45. The personnel program of this Agency is a hindrance.
- 46. I would turn down a chance to change my present job for one of equal pay, security, and status.
- 47. I am satisfied with the starting and quitting times.
- 48. My supervisor makes too many technical mistakes.
- 49. I have to look outside my work for things to make life worthwhile and interesting.
- 50. I get along well with my co-workers.
- 51. There is too much "red tape" in the Government.
- 52. There are too many people telling me what to do.

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- 1 - Agree completely
- 2 - Tend to agree
- 3 - Undecided
- 4 - Tend to disagree
- 5 - Disagree completely

- 53. The Agency has provided inadequate training for my job.
- 54. My office space gives me too little privacy.
- 55. My job is as good as I thought it would be when I was hired.
- 56. I can trust my supervisor.
- 57. I would probably advance more quickly in private industry than in the Federal Government.
- 58. The Agency is run by people who have good judgment.
- 59. I often come home angry or irritable because of something that has happened at work.
- 60. My supervisor makes sound decisions.
- 61. I have adequate transportation available to and from work.
- 62. The public looks down on Government employees.
- 63. The Agency is unwilling to act on new ideas that I think have merit.
- 64. I successfully complete a job or some aspect of it every week.
- 65. My supervisor gets along well with his boss.
- 66. I am rarely asked to participate in the planning of my career development.
- 67. I know what my supervisor thinks of me and my work.
- 68. In terms of interests and attitudes, I have a lot in common with my fellow workers.
- 69. My work bores me.
- 70. My supervisor has shown interest in my career development.
- 71. The Agency has progressive programs.
- 72. I have had trouble getting enough clerical help.
- 73. My chances for promotion in the Agency look good.
- 74. My supervisor gives me inadequate time for breaks and lunch.
- 75. At the end of the day I wonder what I have accomplished.
- 76. I can make my ideas known to management.
- 77. For the work I do I am underpaid.
- 78. I feel ill at ease in the presence of my supervisor.
- 79. I am satisfied with the quality of Agency training instructors.
- 80. I spend too much time doing clerical tasks.
- 81. Eating facilities in this building and the neighborhood are inadequate.
- 82. My supervisor allows me to make my own decisions on how I do my work.
- 83. One or more of my co-workers has discriminated against me because of my age.
- 84. I have enough work assigned to keep me busy.
- 85. My work is unfairly criticized.
- 86. The goals of the Agency are worthwhile.
- 87. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.
- 88. I get challenging, important assignments.
- 89. In this Agency, rewards and recognition are based primarily upon actual accomplishments.

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- 1 - Agree completely
- 2 - Tend to agree
- 3 - Undecided
- 4 - Tend to disagree
- 5 - Disagree completely

- 90. My supervisor fails to provide me with the material, information, or assistance I need to do my best work.
- 91. Management makes an effort to solicit my ideas outside the formal suggestion system.
- 92. My office area is depressing.
- 93. I am discouraged in my present job.
- 94. The Agency has a well-planned training program for people in my position.
- 95. My supervisor has little influence on the people above him.
- 96. The people who hired me misrepresented my job.
- 97. There is a communication gap between management and employees.
- 98. My supervisor is well-qualified technically.
- 99. My job is usually so easy it isn't interesting.
- 100. My rate of advancement will be slower than I was led to believe.
- 101. The personnel office in the Agency tries to be helpful.
- 102. I usually receive praise for my work when I have done a good job.
- 103. I'm satisfied with employee benefits.
- 104. I know how my job fits in with other work in the Agency.
- 105. There is too much pressure on my job.
- 106. Decisions affecting my assignments and career are made with little regard for my own preferences.
- 107. The Agency should take more interest in each employee as a person than it presently does.
- 108. The longer I work for the Agency, the more I feel I belong.
- 109. I have little opportunity to use my abilities in the Agency.
- 110. If I had it to do over again, I would probably not come to work here.
- 111. Management here sees to it that there is cooperation between offices.
- 112. I understand what the Agency benefit program provides for employees.
- 113. Promotional opportunities are fair.
- 114. Since I've been here, the Agency has grown more depersonalized in its relations with its employees.
- 115. The fitness reporting system leaves much to be desired.
- 116. Complaints are handled poorly in the Agency.
- 117. The Agency is doing a good job of managing the young professionals who have recently entered on duty.
- 118. Sometimes I feel that my job counts for very little in the Agency.
- 119. I am kept informed of personnel policies and procedures.
- 120. I really feel part of the Agency.
- 121. My supervisor is too interested in his own success to care about the needs of his employees.
- 122. If I have a complaint to make, I feel free to talk to someone up the line.
- 123. The Agency expects too much from me.



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PART III

THE REMAINDER OF THIS QUESTIONNAIRE SHOULD BE ANSWERED IN THIS BOOKLET. DO NOT USE THE ANSWER SHEET.

Section A: WHAT IS IMPORTANT IN THE IDEAL JOB

Below are 14 aspects of most jobs. We would like you to rank them in decreasing order of importance to you. First read through all the alternatives. Then put a "1" by that aspect which is most important to you. Then put a "2" by that aspect which is next most important. Continue with "3," "4," "5," through "14," which would be of least importance to you of the aspects mentioned. The order of the 14 aspects listed below does not indicate any level of importance. Please do NOT have any "ties." Remember that these are 14 aspects of the IDEAL job.

\_\_\_\_ Personal work accomplishments (including such things as whether or not I successfully accomplish work assignments or to what degree I feel I am able to make a real contribution)

\_\_\_\_ Classroom and on-the-job training (including such things as the quality of the training and its relevance to the job)

\_\_\_\_ Co-workers (including such things as how well I get along with them and how much cooperation they give me)

\_\_\_\_ The work itself (including such things as how interesting and meaningful it is)

\_\_\_\_ My supervisor's ability to understand the nature of my work

\_\_\_\_ The way my supervisor treats me

\_\_\_\_ The impression my job or occupation makes on my family and friends

\_\_\_\_ Physical surroundings and working conditions (including such things as the appearance of my office and whether I have adequate lighting or quiet)

\_\_\_\_ Opportunity for advancement

\_\_\_\_ The salary I receive

\_\_\_\_ The amount of recognition I receive for my work (including such things as any praise or criticism I have received)

\_\_\_\_ Importance of my organization's goals

\_\_\_\_ The way my organization is run

\_\_\_\_ My organization's rules and regulations as they affect me

- 1 - Agree completely
- 2 - Tend to agree
- 3 - Undecided
- 4 - Tend to disagree
- 5 - Disagree completely

- 124. Overall, young professionals entering the Agency today are as capable as those who entered when I did.
- 125. Overall, young professionals entering the Agency today are as motivated (i.e., committed to their work) as those who entered when I did.
- 126. Filling in a questionnaire like this is a good way to let management know what employees think.
- 127. I think some good may come out of filling in a questionnaire like this.

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SECRET  
(When Filled In)

PART III: Section B

Many times a questionnaire of this type fails to bring out all the reasons why an employee is either satisfied or dissatisfied. Please use the space below for anything else you'd like to say about how you feel toward your job or the Agency. You may wish to comment on how you would change things or what sorts of changes you would like to see introduced.

Please be specific: Give examples if you can.

REMEMBER: BE SURE TO INSERT THE SEPARATE ANSWER SHEET IN THIS BOOKLET AND RETURN BOTH TOGETHER.

SECRET  
(When Filled In)

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APPENDIX B

Summary of Background Characteristics of  
Overall Agency and 5- and 10-Year Samples

S-E-C-R-E-T

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APPENDIX B

SUMMARY OF BACKGROUND CHARACTERISTICS OF  
OVERALL AGENCY AND 5- AND 10-YEAR SAMPLES

	AGENCY OVERALL SAMPLE %	5-YEAR SAMPLE %	10-YEAR SAMPLE %
Distribution of Sample by Career Service:			
Executive Service (DCI)	01	00	02
Clandestine Service (DDP)	33	34	33
Intelligence Service (DDI)	34	40	26
Research Service (DDS&T)	06	10	01
Support Service (DDS)	24	16	37
Not Specified	01	00	01
Year of EOD:			
1958	20		54
1959	17		46
1963	44	70	
1964	19	30	
Not Specified	01		
Have you been through the Career Training Program (CTP or JOT)?			
Yes	42	47	33
No	57	53	67
Not Specified	01		

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S-E-C-R-E-T

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	AGENCY OVERALL SAMPLE %	5-YEAR SAMPLE %	10-YEAR SAMPLE %
During the past year did you spend six or more months overseas (PCS)?			
Yes	37	35	41
No	62	64	59
Not Specified	01		
How old are you?			
25-29	17	27	00
30-34	50	63	29
35-39	30	10	63
40 and above	03	00	08
What is your sex?			
Male	92	90	96
Female	08	10	04
What is your highest level of education?			
Less than a bachelor's degree	13	05	27
Bachelor's degree	29	34	22
Bachelor's degree with some graduate work	29	34	21
Master's degree, L.L.B., J.D., or equivalent	26	25	27
Ph.D., M.D., or equivalent	03	02	04

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	AGENCY OVERALL SAMPLE %	5-YEAR SAMPLE %	10-YEAR SAMPLE %
What was your grade when you entered on duty with the Agency? (Do not consider summer jobs.)			
GS-5 or GS-6	24	16	36
GS-7 or GS-8	58	63	49
GS-9 or GS-10	13	15	09
GS-11	03	03	04
GS-12	01	02	00
GS-13	00	00	00
GS-14	01	01	00
What is your present grade?			
GS-9 or GS-10	11	07	16
GS-11	29	38	13
GS-12	34	38	27
GS-13	18	12	31
GS-14	06	03	09
GS-15	02	01	03
GS-16 and above	00	00	00

S-E-C-R-E-T

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APPENDIX C

Distribution of Response Percentages to Agency  
Job Attitude Questionnaire: 5- and 10-Year Groups Combined

S-E-C-R-E-T



S-E-C-R-E-T

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## APPENDIX C

DISTRIBUTION OF RESPONSE PERCENTAGES TO AGENCY  
JOB ATTITUDE QUESTIONNAIRE: 5- AND 10-YEAR GROUPS COMBINED

		RESPONSE JUDGED FAVORABLE <sup>1</sup>				
		UNFAVORABLE		UNDECIDED		FAVORABLE
I.	<u>THE WORK ITSELF--INTERESTINGNESS AND MEANINGFULNESS</u>					
18.*	How do you feel about the work you have done? (This would include how interest- ing and meaningful it has been.)	1	5	15	49	30
31.	My job requires me to be creative. A	4	11	7	42	36
39.	Some aspects of my job are too difficult for me. D	0	2	2	31	66
49.	I have to look outside my work for things to make life worthwhile and interesting. D	10	27	8	36	20
59.	I often come home angry or irritable because of something that has happened at work. D	6	15	5	55	18
69.	My work bores me. D	5	10	6	28	52
80.	I spend too much time doing clerical tasks. D	13	27	8	40	11
84.	I have enough work assigned to keep me busy. A	3	11	3	31	53

<sup>1</sup>For items marked A, "Agree Completely" and "Tend to Agree" were considered favorable responses.  
For items marked D, "Disagree Completely" and "Tend to Disagree" were considered favorable responses.

\*These items, which cover basic dimensions of job satisfaction, were answered on a five-point scale ranging from Very Satisfied to Very Dissatisfied.

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RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE

UNDECIDED

FAVORABLE

88. I get challenging, important assignments.	A	8	17	9	45	21
99. My job is usually so easy it isn't interesting.	D	3	13	4	41	40
105. There is too much pressure on my job.	D	2	10	9	57	22
109. I have little opportunity to use my abilities in the Agency.	D	3	14	7	50	26
123. The Agency expects too much from me.	D	0	1	4	41	54

II. PERSONAL WORK ACCOMPLISHMENTS

15.* How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)		1	8	17	51	25
40. I rarely see the results of my work.	D	4	11	4	44	38
64. I successfully complete a job or some aspect of it every week.	A	3	11	5	48	33
75. At the end of the day I wonder what I have accomplished.	D	6	15	6	46	27
118. Sometimes I feel that my job counts for very little in the Agency.	D	6	19	9	48	17

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		RESPONSE JUDGED FAVORABLE					
		UNFAVORABLE		UNDECIDED		FAVORABLE	
III. <u>OPPORTUNITIES FOR ADVANCEMENT</u>							
27.*	How do you feel about the opportunities for promotion provided by the Agency?		6	20	27	37	10
38.	Opportunities for advancement are excellent in my occupation.	A	12	31	16	32	8
57.	I would probably advance more quickly in private industry than in the Federal Government.	D	14	27	42	15	1
73.	My chances for promotion in the Agency are good.	A	6	23	17	44	10
100.	My rate of advancement will be slower than I was led to believe.	D	13	23	18	31	14
113.	Promotional opportunities are fair.	A	6	27	19	43	5
IV. <u>CLASSROOM AND ON-THE-JOB TRAINING</u>							
16.*	How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.)		4	14	27	41	14
44.	During the first part of my Agency employment, I would rather have spent more time on the job and less in classroom training.	D	6	15	11	40	29
53.	The Agency has provided inadequate training for my job.	D	5	17	7	45	27

S-E-C-R-E-T

S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE	
79. I am satisfied with the quality of Agency training instructors.	A	5	19	20	45	11	
94. The Agency has a well-planned training program for people in my position.	A	20	33	19	25	4	

V. PAY AND BENEFITS

25.* How do you feel about the salary you receive?		3	14	23	50	10	
34. I am getting paid as much as I would outside the Federal Government.	A	23	27	19	24	7	
77. For the work I do I am underpaid.	D	9	26	16	36	13	
103. I'm satisfied with employee benefits.	A	3	12	7	59	19	
112. I understand what the Agency benefit program provides for employees.	A	4	20	9	53	14	

VI. CO-WORKERS

17.* How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)		0	1	12	45	42	
32. My co-workers give me less cooperation than they should.	D	1	6	3	45	45	
50. I get along well with my co-workers.	A	0	1	1	48	49	

S-E-C-R-E-T

## S-E-C-R-E-T

-84-

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE	
68. In terms of interests and attitudes, I have a lot in common with my fellow workers.	A	2	16	9	58	16	
83. One or more of my co-workers has discriminated against me because of my age.	D	2	7	2	21	68	
VII. <u>RECOGNITION RECEIVED FOR WORK</u>							
21.* How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)		2	8	24	47	19	
85. My work is unfairly criticized.	D	1	2	5	38	54	
89. In this Agency, rewards and recognition are based primarily upon actual accomplishments.	A	6	21	17	47	8	
102. I usually receive praise for my work when I have done a good job.	A	5	18	7	54	16	
VIII. <u>TREATMENT BY SUPERVISOR</u>							
20.* How do you feel about the way your supervisor has treated you?		2	5	17	40	36	
33. My supervisor watches me too closely.	D	1	4	4	35	56	
43. My supervisor listens to my suggestions.	A	1	6	7	48	38	
52. There are too many people telling me what to do.	D	2	11	5	54	29	

S-E-C-R-E-T

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RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE

UNDECIDED

FAVORABLE

56. I can trust my supervisor.	A	4	8	10	37	42
65. My supervisor gets along well with his boss.	A	2	10	15	49	25
67. I know what my supervisor thinks of me and my work.	A	2	14	13	53	18
74. My supervisor gives me inadequate time for breaks and lunch.	D	14	6	1	18	60
78. I feel ill at ease in the presence of my supervisor.	D	1	4	2	32	61
82. My supervisor allows me to make my own decisions on how I do my work.	A	2	7	2	53	35
95. My supervisor has little influence on the people above him.	D	4	18	20	43	14
121. My supervisor is too interested in his own success to care about the needs of his employees.	D	4	12	10	45	29

IX. COMPETENCE OF SUPERVISOR

19.* How do you feel about your supervisor's ability to understand the nature of your work?		2	6	15	41	36
36. My supervisor gives confusing instructions.	D	3	10	5	42	40
48. My supervisor makes too many technical mistakes.	D	2	6	6	39	47
60. My supervisor makes sound decisions.	A	1	11	12	59	17

S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE
90. My supervisor fails to provide me with the materials, information, or assistance I need to do my best work.	D	1	9	3	41	46
98. My supervisor is well-qualified technically.	A	3	9	8	41	39
<b>X. <u>PHYSICAL SURROUNDINGS/WORKING CONDITIONS</u></b>						
24.* How do you feel about your physical surroundings and working conditions? (This would include such things as the appearance of your office and whether you have adequate lighting and quiet.)		7	13	19	44	16
29. I can get whatever office supplies I need.	A	1	3	0	29	67
35. I have access to inexpensive or free parking near where I work.	A	11	4	3	10	72
47. I am satisfied with the starting and quitting times.	A	5	8	3	37	47
54. My office space gives me too little privacy.	D	18	21	5	34	22
61. I have adequate transportation available to and from work.	A	6	6	2	32	54
72. I have had trouble getting enough clerical help.	D	14	24	9	34	19
81. Eating facilities in this building and the neighborhood are inadequate.	D	22	19	7	32	21

S-E-C-R-E-T

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RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE

UNDECIDED

FAVORABLE

92. My office area is depressing.

D

8

18

5

39

30

XI. IMPRESSION JOB MAKES ON OTHERS23.\* How do you feel about the impression your  
job or occupation makes on you family or  
friends?

1

7

21

60

11

42. My family and friends think my present job  
is a good one.

A

2

8

13

51

26

62. The public looks down on Government employ-  
ees.

D

3

31

13

42

10

XII. AGENCY RULES AND REGULATIONS28.\* How do you feel about the Agency's rules  
and regulations as they affect you?

1

2

18

66

13

37. The Agency's rules and regulations are  
unnecessarily strict or rigid.

D

1

5

7

52

35

XIII. WAY AGENCY IS RUN22.\* How do you feel about the way the Agency  
is run?

4

15

35

42

4

58. The Agency is run by people who have good  
judgment.

A

1

8

18

63

10

63. The Agency is unwilling to act on new ideas  
that I think have merit.

D

3

15

21

50

12

S-E-C-R-E-T



S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE	
71. The Agency has progressive programs.	A	4	14	33	41	7	
111. Management here sees to it that there is cooperation between offices.	A	10	29	21	36	5	
XIII. (A) <u>ADEQUACY OF COMMUNICATION</u>							
41. Management fails to explain adequately to employees the reasons for its actions.	D	14	34	11	33	7	
51. There is too much "red tape" in the Government.	D	27	49	8	15	1	
76. I can make my ideas known to management.	A	3	9	7	52	29	
91. Management makes an effort to solicit my ideas outside the formal suggestion system.	A	14	28	12	34	12	
97. There is a communication gap between management and employees.	D	16	31	15	31	7	
104. I know how my job fits in with other work done in the Agency.	A	14	31	18	23	13	
XIII. (B) <u>CAREER DEVELOPMENT/PERSONNEL MANAGEMENT</u>							
30. I have experienced a definite growth in skills since taking my present job.	A	2	6	3	32	56	
45. The personnel program of this Agency is a hindrance.	D	14	21	31	25	9	

S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE	UNDECIDED	FAVORABLE		
66. I am rarely asked to participate in the planning of my career development.	D	37	30	5	23	5
70. My supervisor has shown interest in my career development.	A	7	21	14	39	19
96. The people who hired me misrepresented my job.	D	7	12	7	36	38
101. The personnel office in the Agency tries to be helpful.	A	10	20	30	35	6
106. Decisions affecting my assignments and career are made with little regard for my own preferences.	D	14	22	13	39	12
107. The Agency should take more interest in each employee as a person than it presently does.	D	20	33	20	23	3
114. Since I've been here, the Agency has grown more depersonalized in its relations with its employees.	D	10	30	30	26	4
115. The fitness reporting system leaves much to be desired.	D	25	34	15	24	1
116. Complaints are handled poorly in the Agency.	D	10	20	46	21	3
117. The Agency is doing a good job of managing the young professionals who have recently entered on duty.	A	12	33	32	20	2
119. I am kept informed of personnel policies and procedures.	A	9	29	8	45	9

S-E-C-R-E-T

S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE
122. If I have a complaint to make, I feel free to talk to someone up the line.	A	4	17	5	43	31
XIV. <u>CALIBER OF NEW PROFESSIONALS</u>						
124. Overall, young professionals entering the Agency today are as capable as those who entered when I did.	A	1	6	10	51	32
125. Overall, young professionals entering the Agency today are as motivated (i.e., committed to their work) as those who entered when I did.	A	2	24	19	40	16
XV. <u>IMPORTANCE OF AGENCY GOALS</u>						
26.* How do you feel about the importance of the Agency's goals?		1	2	10	40	47
86. The goals of the Agency are worthwhile.	A	1	1	7	38	53
XVI. <u>COMMITMENT TO AGENCY JOB AND CAREER</u>						
46. I would turn down a chance to change my present job for one of equal pay, security, and status.	A	14	15	24	20	27
87. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.	A	8	11	14	38	29
108. The longer I work for the Agency, the more I feel I belong.	A	4	19	19	44	14

S-E-C-R-E-T

S-E-C-R-E-T

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	RESPONSE JUDGED FAVORABLE	UNFAVORABLE		UNDECIDED		FAVORABLE	
110. If I had it to do over again, I would probably not come to work here.	D	5	11	15	33	35	
120. I really feel part of the Agency.	A	3	17	11	50	19	
XVII. <u>GENERAL JOB SATISFACTION</u>							
14.* How do you feel about your job as a whole?		1	9	20	51	19	
55. My job is as good as I thought it would be when I was hired.	A	7	18	12	41	22	
93. I am discouraged in my present job.	D	7	19	9	28	38	
XVIII. <u>REACTIONS TO QUESTIONNAIRE</u>							
126. Filling in a questionnaire like this is a good way to let management know what employees think.	A	6	13	21	42	18	
127. I think some good may come out of filling in a questionnaire like this.	A	6	18	29	36	10	

S-E-C-R-E-T


S-E-C-R-E-T

FEB 17 4 05 PM '70  
FEB 16 10 54 AM '70

S-E-C-R-E-T

UNCLASSIFIED		CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	The Director	E 7 FEB 1970	JA		
2					
3	Ex. Dir	3/4	A		
4	<del>DDCI</del>				
5	ER				
6					
<input type="checkbox"/> ACTION		<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY		
<input type="checkbox"/> APPROVAL		<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION		
<input type="checkbox"/> COMMENT		<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN		
<input type="checkbox"/> CONCURRENCE		<input checked="" type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE		
<b>Remarks:</b> <p style="margin-left: 40px;">TD3.</p> <p style="margin-left: 40px;">Let's put this on the agenda for our 21 March meeting. We after all are the ones "who run the Agency".</p> <div style="border: 1px solid black; width: 100px; height: 50px; margin-left: 40px; margin-top: 10px;"></div> <p style="margin-left: 40px;">DDCI; ExDir each have a copy.</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.			DATE		
O/IG			2/16/70		
UNCLASSIFIED		CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	

**Remarks:**

Copies have been provided the Director  
and Deputy Director; each DD: General Counsel  
and Legislative Counsel, 

STAT